



Indonesian Coast Guard Personnel Contemporary Strategy through Coast Guard Basic Training and Officer Formation in Realizing Digital Leadership Era 5.0

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ABSTRACT

This study analyzes the Contemporary Strategy of Bakamla Personnel through Coast Guard Basic Training and Officer Formation in Realizing Digital Leadership Era 5.0. In this study, the author analyzes various contributing factors and challenges to Coast Guard Basic Training and Officer Formation in Realizing Digital Leadership Era 5.0. This research is descriptive with a qualitative approach, where initially the author explained about Digital Leadership Era 5.0. After that, the author discussed Coast Guard Basic Training and Officer Formation in Realizing Digital Leadership Era 5.0. Next, the author describes the steps that Bakamla can take. In an effort to realize the Digital leadership generation in the 5.0 era, it is important to improve the training and education of Bakamla personnel through Coast Guard Basic Training.

INTRODUCTION

The development of technology today is inevitable and has changed almost every side of life, both in the lives of people and organizations. An advanced organization is an organization that is able to adapt to all changes. The rapid development demands to adapt to changes very quickly, therefore leadership that is able to oversee changes and the use of technology appropriately in various sectors is needed. (Kumolo, 2021). Digital leadership or e-Leadership, is leadership obtained from changes in the electronic-based environment or e-Environment. E-leadership occurs in an electronic environment where work is done with the help of information technology, especially the Internet (Munir, 2020). Adaptation to changes in digital technology takes place in four stages (Kemenpanrb, 2021). First, awareness or awareness to make changes by understanding technology. The second step is to formulate strategies and action plans related to technology that can be applied to the digital transformation process. Third, choosing the right human resources to develop in technological changes followed by changes in technology-based work culture (digital culture). The fourth step is digital transformation that can be done sustainably by maintaining a culture of innovation and working together with the digital community.

Improving the quality of Bakamla (Maritime Security Agency) personnel is very important in facing challenges related to maritime security in the 5.0 era. One contemporary strategy that can be implemented is through Coast Guard Basic Training, which has proven effective in preparing marine security agency personnel in various countries. In the article, we will explain strategies and provide advice to realize Digital Leadership in the 5.0 era.

LITERATURE REVIEW

Understanding *Digital Leadership*

Digital leadership is the ability to lead and manage organizations in an ever-evolving digital era. Digital leaders must have a solid understanding of technology, speed and ability to adapt to change. Through the website, the Minister of State Apparatus Empowerment and Bureaucratic Reform (PANRB), stated that to carry out technological transformation, *digital leaders* must be able to utilize existing digital assets, for quick and appropriate decision making. In addition, a *digital leader* can also collaborate and innovate with other *stakeholders* to find solutions to every problem. (Greatnusa, 2023).

Digital Leadership in the 5.0 Era

Digital leadership Era 5.0 refers to changes in the world order driven by the rapid development of digital technology. This digital era is marked by the emergence of new innovations such as artificial intelligence (AI), *internet of things* (IoT), big data, and robotics. These changes affect organizations, companies, and governments operating, and require leaders who are able to meet the challenges and optimize the potential of this era.



Figure 2. Society 5.0

Source : Dr. Ir. Harjo Susmoro (2023)

First of all, *Digital leadership* era 5.0 puts a focus on adapting to rapid change. Technology is evolving at an incredible pace and impacting the work and business environment. *Digital leadership* must be able to recognize and understand the latest technology trends, plan strategies to take advantage of these developments, and implement innovative solutions in organizational operations. Adaptive leaders will be able to move quickly to respond to challenges and opportunities that arise, increasing the competitiveness of the organization in a changing business environment. To lead change, strategic leadership is learning the following skills: Transformational Leadership, Communication, Mentoring, Honoring *the past*, and focusing on the Long Term. (Dr. Ir. Harjo Susmoro, 2023)

Second, *Digital leadership* era 5.0 prioritizes the use of technology to increase efficiency and productivity. Technological innovations such as AI, IoT, and big data provide opportunities to automate business processes, improve operational efficiency, and accelerate data-driven decision making. *Digital leadership* must be able to understand the potential of this technology and use digital tools and systems appropriately. They need to foster a culture of innovation in the organization, learn the latest technology capabilities, and ensure that the organization provides adequate infrastructure to support the use of those technologies.



Figure 3. Keys to Digital Leadership Success

Source : Tri Widodo (2019)

In addition, *Digital leadership* era 5.0 also involves the ability to manage teams consisting of members of different generations. This digital age sees the convergence of different generations, with differences in values, experiences, and preferences in work. *Digital leadership* needs to have strong social and leadership skills to manage and motivate this multi-generational team. They must understand the needs and expectations of various team members, create an inclusive work environment, and integrate different experiences in decision-making and strategic planning. Here can be seen some of the pillars that can support Digital Leadership Era 5.0 in the picture below:



Figure 4. Supporting pillars of Digital Leadership

Source : Tri Widodo (2019)

In meeting the challenges and demands of *Digital leadership* era 5.0, it is important for leaders to continuously improve their skills through education and training. They should actively engage in forums and online communities related to digital leadership, and share knowledge and experience with fellow digital leaders. In addition, leaders must also continue to read related literature and keep abreast of the latest developments, and must also be Visionary. As for the Formulation for Visionary Leadership, it can be seen in the following figure:

FORMULASI UNTUK KEPEMIMPINAN VISIONER

Apa sifat sebenarnya dari kepemimpinan visioner?

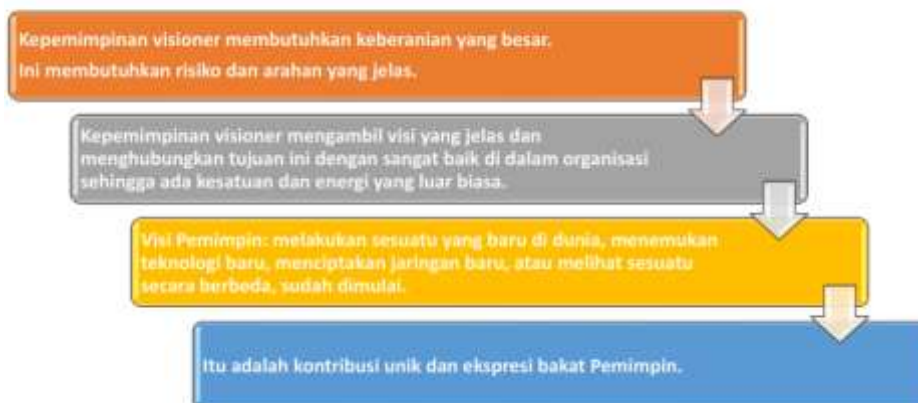


Figure 5. Formulation for visionary leadership

Source : Dr. Ir. Harjo Susmoro (2023)

FORMULASI UNTUK KEPEMIMPINAN VISIONER

Menemukan Pemimpin Visioner

Secara umum, pemimpin visioner memiliki beberapa atau banyak dari ciri-ciri berikut.	Kemampuan untuk melihat gambaran besarnya.
	Menginspirasi orang lain untuk menjunjung visi.
	Berpikiran terbuka, namun berhati-hati.
	Berani dan mau mengambil resiko.
	Bertekun untuk mencapai tujuan akhir.

Figure 6. Formulation For Visionary Leadership finds Visionary Leaders

Source : Dr. Ir. Harjo Susmoro (2023)

FORMULASI UNTUK KEPEMIMPINAN VISIONER

Kualitas Kepemimpinan Visioner



Figure 7. Formulation for Visionary Leadership Qualities of Visionary Leadership

Source : Dr. Ir. Harjo Susmoro (2023)

FORMULASI UNTUK KEPEMIMPINAN VISIONER

Menjadi Pemimpin Visioner



Figure 8. Formulation for Quality Visionary Leadership to Become a Visionary Leader

Source : Dr. Ir. Harjo Susmoro (2023)

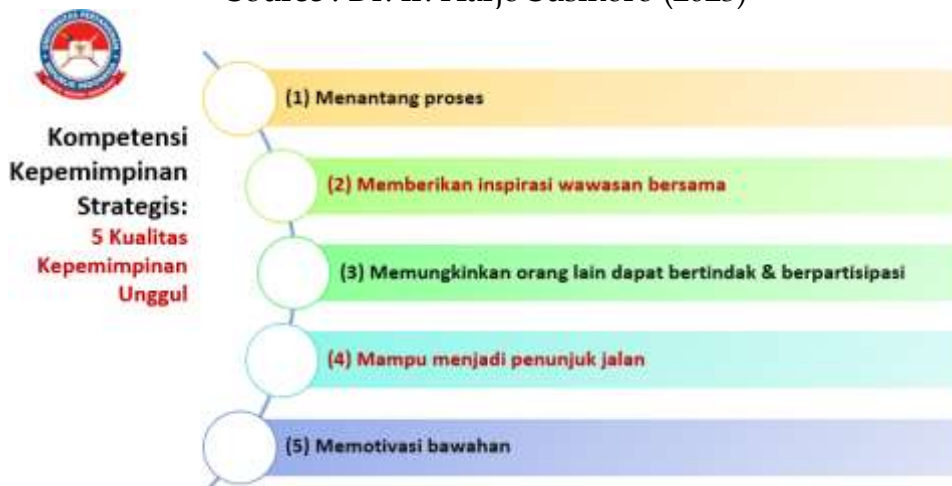


Figure 9. Superior Leadership Qualities

Source : Dr. I Wayan Warka. (2023)



Figure 10. Leader Success Indicators

Source : Dr. I Wayan Warka. (2023)

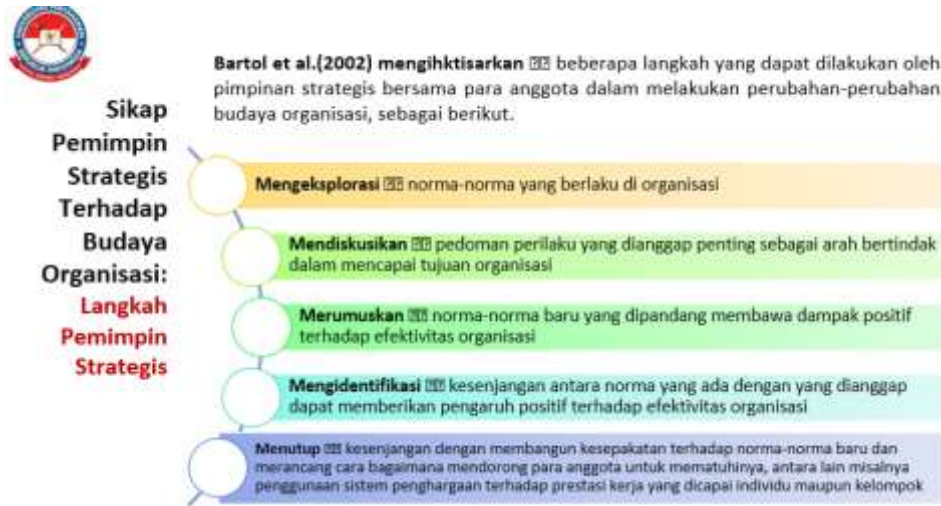


Figure 11. Strategic Leader Moves
Source : Dr. I Wayan Warka. (2023)



Figure 12. Characteristics of Strategic Leadership
Source : Dr. I Wayan Warka. (2023)

METHODOLOGY

This research is descriptive with a qualitative approach, where initially the author explained about *Digital Leadership Era 5.0*. After that, the author discussed *Coast Guard Basic Training and Officer Formation in Realizing Digital Leadership Era 5.0*. Next, the author describes the steps that Bakamla can take. The research methods used are literature study and secondary data analysis. Data is taken from various sources in the form of library materials, consisting of previous research, scientific journals, books, government reports, official news, and information from trusted and relevant websites related to *the Digital Leadership Era 5.0*. The analysis techniques used in accordance with the theory of Milles, Huberman and Saldana (2014) are *data collection*, *data condensation*, presenting data (*data display*), and drawing conclusions or verification (*conclusion drawing and verification*). The validity test of the data used is *Credibility* (Internal Validity), *Transferability* (External Validity), *Dependability* (Reliability) and *Confirmability* (Objectivity) carried out at each stage it is described in the following research design:

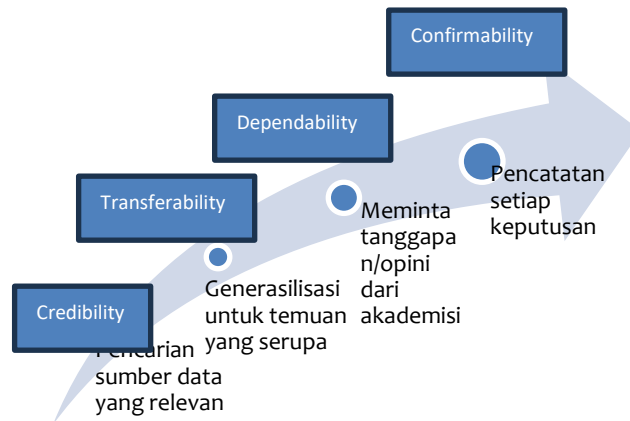


Figure.13 Research Design

Source : Data Processed by the Author, 2024

The above is done in order to obtain the accuracy of research results and the approach used by researchers is really consistent if used by other researchers in different topics (Gibbs, 2007 and Creswell, 2017).

RESEARCH RESULT AND DISCUSSION

Maritime Security Agency of the Republic of Indonesia

The Maritime Security Agency of the Republic of Indonesia or short for Bakamla RI is a non-ministerial institution tasked with carrying out security, safety, and law enforcement patrols in Indonesian Territorial Waters and Indonesian Jurisdiction. This understanding is in accordance with Article 1 of the Government Regulation of the Republic of Indonesia Number 13 of 2022. Arrangements for the implementation of security, safety, and law enforcement in Indonesian Territorial Waters and Indonesian Jurisdiction or Bakamla certainly have several objectives. The objectives of Bakamla RI are as follows: Provide legal certainty Provide security and safety protection at sea The effectiveness and efficiency of patrol implementation (Wibawana, W. A. 2022).



Figure 14. Indonesia Coast Guard

Source : Bakamla.go.id (2023)

Duties and Functions of Indonesian Coast Guard

Bakamla's Duties

Conduct security and safety patrols in Indonesian territorial waters and Indonesian jurisdiction.

Indonesian Coast Guard Functions

Formulate national policies in the field of security and safety in Indonesian territorial waters and Indonesian jurisdiction, Organize security and safety early warning systems in Indonesian territorial waters and Indonesian jurisdiction, Carry out guarding, supervision, prevention and enforcement of violations of law in Indonesian territorial waters and Indonesian jurisdiction, Synergize and monitor the implementation of water patrols by relevant agencies, Provide technical and operational support to relevant agencies, Provide search and rescue assistance in Indonesian territorial waters and Indonesian jurisdiction, Carry out other tasks in the national defense system.

Indonesian Coast Guard Organizational Structure

The composition of the Central Organizational Structure of the Maritime Security Agency (Bakamla) of the Republic of Indonesia, can be seen through the following picture:



Figure 14. Central Organizational Structure of the Indonesian Maritime Security Agency (Bakamla)

Source : Bakamla RI (2023)

The composition of the Organizational Structure of the Maritime Security Agency (Bakamla), Deputy for Operations and Training, can be seen through the following figure:

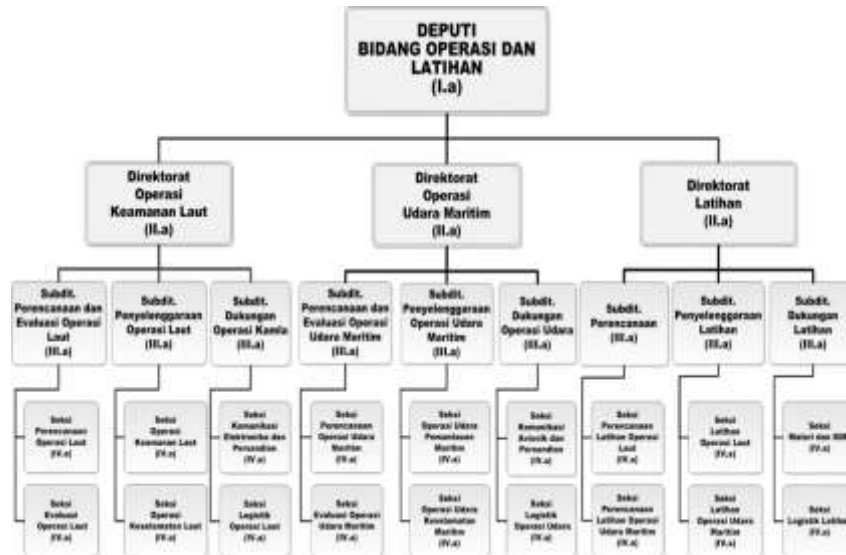


Figure 15. Organizational Structure of the Deputy for Operations and Training of the Indonesian Maritime Security Agency (Bakamla)
Source : Bakamla RI (2023)

Coast Guard Basic Training Indonesian Coast Guard Program

Coast Guard Basic Training is a basic training program that focuses on developing the physical, mental, and professional abilities of marine security personnel. The program involves an intensive series of training and simulations, including training on rescue, navigation, arrest of maritime law violators, and one-of-a-kind communications. *Coast Guard Basic Training* also provides comprehensive knowledge of international and national law related to maritime security.

Coast Guard Basic Training was held at Pusdiklatsarmil for Bakamla RI personnel, which is the basic capital in the context of professional development and character building into a paramilitary figure. Through this education and development, it is hoped that professionalism and strong character of a cool state civil apparatus can be formed.



Figure 16. Coast Guard Basic Training Opening Ceremony
Source : Bakamla RI (2022)

The duties and responsibilities that must be carried by Bakamla RI personnel in securing the Indonesian sea as well as a state reserve component, are expected to become Paramilitary Bakamla RI by truly understanding the duties and functions of Bakamla RI as the Indonesia Coast Guard. It is a challenge for the new generation of Bakamla RI, where in the future a necessity of Bakamla will be great. From the demands of democracy and recognition of other countries, Bakamla assumed the task of being the *Indonesia Coast Guard*.

Important Points Indonesian Coast Guard

There are 3 important points that must be instilled in Bakamla personnel, namely; First: smart. Intelligence is needed in the act of planning and analysis, both at the strategic, operational as well as tactical and technical levels. Second: be brave. Courage is needed not only in the form of physical strength but also in moral strength. So dare to do courage, have a conscience to make decisions that are not based on certain group or personal interests. Third: be steadfast. Constancy is needed to be consistent in action. It does not fade easily with time and conditions. So that every personnel from generation to generation will step into the same goal to achieve a gradual, continuous and graded organization.



Figure 17. The opening of *Coast Guard Basic Training* was attended by 290 personnel of Bakamla RI batch IX

Source : Bakamla RI (2022)

Coast Guard Basic Training *Opening and Time*

Coast Guard Basic Training will last for 3 months. The opening of *Coast Guard Basic Training* was carried out through a ceremonial procession, with a series of opening statements of *Coast Guard Basic Training* by the Head of Bakamla RI, Embedding Student Marks and Mandate of the Ceremony Inspector. *Coast Guard Basic Training*, which is designed like basic military training, does not aim to mold you as a soldier, but to be a very effective way and method to forge and mold you, to have a strong mental attitude and character like a paramilitary, so that you can carry out the arduous and complex tasks in Bakamla. No mental

attitude and strong character emerge suddenly, without going through a forging process.



Figure 18. Coast Guard Basic Training personnel Bakamla RI batch IX
Source : Bakamla RI (2022)

Coast Guard Basic Training is Not a Military Training

Coast Guard Basic Training is not a Military Exercise. Coast Guard Basic Training is a basic education that must be passed by all newly joined personnel and declared passed a series of previous admission tests. Coast Guard Basic Training is a more nuanced training for national defense training and is tailored to the portion of Bakamla RI.

Indonesian Coast Guard Short Officer Formation Course (Sustukpakat)

In order to educate Bakamla personnel to become militant, sea-minded paramilitaries who have a good mindset and high struggle to become guardians of the archipelago's sea, a Short Officer formation course (Sustukpat) was conducted at the Puslatdiksarmil Officer School.



Figure 19. Prospective Students of Short Officer Formation (Sustukpakat) at Puslatdiksarmil Bakamla
Source : Bakamla RI (2022)

The personnel will receive basic military training and training in order to support the main tasks of Bakamla RI. It is a great responsibility for the achievement of Bakamla personnel as reliable, professional, and respected Bakamla Paramilitaries to the Indonesia Coast Guard. The Short Officer Formation Course (Sustukpakat) Bakamla RI, is carried out in the context of promotion to the rank of class II.c/II.d personnel (Non-commissioned Officers), to class III.a personnel (Officers). This Sustukpakat activity was attended by dozens of personnel on duty throughout Indonesia. Serving as teaching staff in this activity, namely Middle Officers (Pamen) in the internal environment of Bakamla RI. In this activity participants were given various kinds of training, both in the form of material briefing and physical exercise. This Officer Formation Course is expected to mature the character, competence, and mentality of Bakamla RI personnel, especially for prospective officers.



Figure 20. The Symbolic Embedding of Participants' Marks was Carried Out By Sestama Bakamla RI
Source : Bakamla RI (2021)

This Sustukpakat activity can realize the competence of Bakamla RI personnel according to the expected standards. Professional work attitude, leadership spirit, and productive innovation ability are expected to be formed through this activity. Sustukpakat activities last up to one month. The formation of Bakamla officers involves a series of trainings covering aspects of leadership, management, technical expertise, and in-depth maritime knowledge. The formation of Bakamla officers also includes the development of analytical skills, appropriate decision-making abilities, and mastery of the latest technology in water surveillance and security.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the discussion above, the following conclusions were obtained:

In an effort to realize the *Digital leadership generation* in the 5.0 era, it is important to improve the training and education of Bakamla personnel through *Coast Guard Basic Training*. This training should also be developed with advanced training that includes an even deeper understanding of digital technologies, cybersecurity, and modern maritime operations. In this case, bakamla personnel will be skilled and up-to-date human resources will be an asset for Bakamla in facing challenges in the digital era. In addition to basic training, further training was conducted for Bakamla Personnel Lead Officer Candidates, through the formation of qualified Bakamla Officer personnel, by Developing the Bakamla Officer Formation Program. This program must pay attention to aspects of leadership, management, and information technology capabilities. The formation of qualified officers will help build a generation of leaders who are resilient and adaptive in facing change in the 5.0 era.

In the 5.0 era, the existence of qualified leaders who are able to face future challenges is very important. Therefore, the formation of reliable and competent officers is a must that is included in the Bakamla officer formation strategy through a contemporary approach with the aim of realizing quality leader generation in the 5.0 era. *Digital leadership era 5.0* plays a crucial role in Bakamla's effective contemporary strategy. Successful leaders are those who are able to integrate digital technologies in maritime security and defense operations, use data and information technology for strategic decision making, and confront cyber threats with intelligence and vigilance. Adaptive and collaborative leadership is also key in the face of rapid changes in contemporary strategies in maritime defense and security. There are a number of characteristics and abilities that must be possessed by every leader, especially in the digital era 5.0 like now. Here are some things that must be owned by *Digital Leadership* in the 5.0 Era, namely: Have broad insight, Confident, Able to communicate with the team, *Visionary*, able to adapt to changing times, and Dare to take risks

To Realize *Digital Leadership* in the 5.0 Era Through *Coast Guard Basic Training* and the Formation of Bakamla Officers, here are some suggestions that Bakamla can do:

1. Improve *Coast Guard Basic Training*

Coast Guard Basic Training must be improved to prepare Bakamla personnel to face the challenges of the 5.0 era. Training should include technological and digital skills, such as the use of the latest software and hardware, as well as the ability to adapt to rapid technological change. Training should also include leadership skills, such as emotional intelligence, inspiring ability, and adaptability.

2. Improving the Formation of Bakamla Officers

The formation of Bakamla officers should be increased to prepare the next generation of leaders in the 5.0 era. The formation of officers must include leadership skills needed to face challenges in the digital era, such as the ability to change the mindset or mindset of each member in the organization to

encourage the realization of the organization's digital culture. In addition, the formation of officers must also include the technological and digital skills needed to face the challenges of the 5.0 era.

3. Improve Digital Literacy

Improving digital literacy is important to prepare the next generation of leaders in the 5.0 era. Bakamla personnel must have a good understanding of technology and digital, as well as the ability to use them effectively. Improving digital literacy can be done through continuous training and learning.

4. Increase Cooperation with Educational Institutions

Bakamla can increase cooperation with educational institutions to prepare the next generation of leaders in the 5.0 era. Cooperation can be done by providing internship programs or research cooperation with educational institutions. This can help Bakamla personnel to acquire the necessary skills and knowledge to face the challenges of the 5.0 era.

5. Study abroad for Bakamla Officers

Bakamla can provide opportunities to outstanding personnel to continue their education abroad. Study abroad will broaden the horizons and knowledge of personnel in the global maritime field, as well as acquaint them with best practices in developed countries. Through study abroad, Bakamla officers will be able to prepare themselves with comprehensive knowledge and broad-mindedness in facing the complexities of the 5.0 era.

6. Increased international collaboration

Bakamla can work with countries that have *proven effective Coast Guard Basic Training* programs . In this regard, it is necessary to conduct an exchange of personnel for cross-country training, which will enrich the knowledge of Bakamla personnel. Through this collaboration, Bakamla can adopt the best approach in improving the quality of their personnel.

7. Improve monitoring and evaluation.

Bakamla needs to implement a comprehensive monitoring and evaluation system for their personnel training. It aims to identify the weaknesses and strengths of each personnel, as well as implement appropriate corrective actions. Good monitoring and evaluation will help in identifying potential leader generation in the 5.0 era, and preparing them with the necessary skills.

By implementing these suggestions, Bakamla will be able to produce personnel and officers who are reliable and ready to face the challenges of the 5.0 era. It is important to continually update and review this strategy to align with the latest technological developments and leadership trends. To improve digital leadership era 5.0, it is recommended that Officers who are leaders of its personnel, continue to develop understanding and expertise in digital technology and cyber threats. Relevant training and education need to be provided to enhance leaders' capacity in integrating digital technologies. In addition, it is important for leaders to build cooperation and collaboration with relevant parties inside and outside the maritime defense sector.

ADVANCED RESEARCH

This training should also be developed with advanced training that includes an even deeper understanding of digital technologies, cybersecurity, and modern maritime operations.

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